



CITY OF  
**HAYWARD**  
HEART OF THE BAY

**CONSOLIDATED  
ANNUAL  
PERFORMANCE AND  
EVALUATION  
REPORT (CAPER)**

**FY 2014-2015**

ALAMEDA COUNTY HOME CONSORTIUM

---

## TABLE OF CONTENTS

CR-05 Goals and Outcomes .....	3
CR-10 Racial and Ethnic Composition .....	6
CR-15 Resources and Investments .....	7
CR-20 Affordable Housing .....	9
CR-25 Homeless and Other Special Needs .....	11
CR-30 Public Housing .....	13
CR-35 Other Actions .....	13
CR-40 Monitoring .....	17
CR-45 CDBG .....	18

Disclaimer: This document is a draft, and provided as a courtesy. This document is not to be considered the final FY 2014-2015 Consolidated Annual Performance and Evaluation Report (CAPER). Because it is a work in progress, there are parts that may be revised, including page numbers and references. All information contained herein is subject to change upon further review

## **I. CR-05 - GOALS AND OUTCOMES**

### **Progress the jurisdiction has made in carrying out its strategic plan and its action plan. 91.520(a)**

The City of Hayward conducted activities during FY 2014-2015 to support local housing, community and economic development efforts. The City managed or implemented each activity in a manner consistent with the certifications presented in the FY 2014-2015 Annual Action Plan, including:

- Affirmatively furthering fair housing;
- Following an anti-displacement and relocation plan;
- Providing a drug-free workplace;
- Ensuring no federal funds were used for lobbying; and
- Implementing activities that are consistent with all components of the 5-Year Consolidated Plan.

Activities were consistent with the goals and objectives of the 2014-2015 Annual Action Plan. All but one project has been completed, with each project fulfilling a HUD National Objective. It is anticipated that the remaining open street improvement project will be completed and closed during the 2015-2016 program year.

In its original inception, the Small Business Assistance Program was designed to provide loans to local businesses. The City has noted challenges in finding businesses that are willing to undertake required reporting on job creation for loans in the recent program years, and is working to restructure the Small Business Assistance Program. This process has caused an initial delay in realized outcomes. The City anticipates however, that a new program structure and revised policies will result in actualization of the proposed goals as well as long-term sustainability of the program.

Finally, the Housing Rehabilitation Program provided grants to twelve low-income senior households during this reporting period. Many of the homes that received financial assistance for significant repairs required larger grant amounts allocated to each household, resulting in fewer households assisted than projected. Additionally, the City has begun working with Rebuilding Together to provide smaller and less costly repairs and Habitat for Humanity through the State's CalHome loan program for mobile home repairs.

All other FY 2014-2015 projects well exceeded proposed goals. In general, the needs of low-income Hayward residents are in excess of the limited availability of funds. Sub-grantees continue to serve more clients each program year in spite of relatively stagnant financial resources. This is especially true of projects that provide public services. Goals and outcomes related to each CDBG project are included in Table 1.

### **Comparison of the proposed versus actual outcomes for each outcome measure submitted with the consolidated plan and explain, if applicable, why progress was not made toward meeting goals and objectives. 91.520(g)**

Due to HUD's recent monitoring, new policies and practices have been implemented by the City of Hayward to become more in line with cost allocations and subrecipient oversight. As a result of these changes in policies and procedures, achievements and goals will be tracked and monitored differently than in past years. However, the City feels that this accounting is more accurate and more in line with HUD's guidance.

Strategic Plan to Date Accomplishments – CDBG, HOME and General Fund (5 <sup>th</sup> Year of 5 Year Plan)						
Goal	Category	Indicator	Unit of Measure	Expected Strategic Plan	Actual – Strategic Plan	Percent Complete
Affordable Housing	Affordable Housing	Rental units constructed	Household Housing Unit	8	37	463%
		Homeowner Housing Rehabilitated	Household Housing Unit	175	221	126%
		Housing for People with HIV/AIDS added	Household Housing Unit	10	0	0.00%
Community and Economic Development	Non-Housing Community Development	Jobs created/retained	Jobs	8	79	875.00%
		Businesses assisted	Businesses Assisted	18	140	778%
Homelessness Prevention	Homeless	Tenant-based rental assistance / Rapid Rehousing	Households Assisted	8	80	1000%
		Homeless Person Overnight Shelter	Persons Assisted	532	1452	273%
		Homelessness Prevention	Persons Assisted	1622	9152	564%
Neighborhood Facilities and Improvements	Non-Housing Community Development	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	250	79433	318%
		Facade treatment/business building rehabilitation	Business	2	21	1050 %
2014 Goal - Non-Homeless Special Needs	Non-Homeless Special Needs	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	17313	104251	602%

Program year Accomplishments CDBG and HOME						
Goal	Category	Indicator	Unit of Measure	Expected Program Year	Actual Program Year	% Complete
Affordable Housing	Affordable Housing	Rental units constructed	Household Housing Unit	2	21	1050%
		Homeowner Housing Rehabilitated	Household Housing Unit	35	12	34%
		Housing for People with HIV/AIDS added	Household Housing Unit	0	0	N/A
Community and Economic Development	Non-Housing Community Development	Jobs created/retained	Jobs	8	9	113%
		Businesses assisted	Businesses Assisted	16	20	125%
Homelessness Prevention	Homeless	Tenant-based rental assistance / Rapid Rehousing	Households Assisted	5	27	540%
		Homeless Person Overnight Shelter	Persons Assisted	106	151	133%
		Homelessness Prevention	Persons Assisted	345	1710	496%
Neighborhood Facilities and Improvements	Non-Housing Community Development	Public Facility or Infrastructure Activities other than Housing	Persons Assisted	250	6741	2696%
		Facade treatment/business building rehabilitation	Business	6	6	100
2014 Goal - Non-Homeless Special Needs	Non-Homeless Special Needs	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	3462	417	12%

Table 1 - Accomplishments – Program Year & Strategic Plan to Date

The City has prioritized homelessness prevention and neighborhood improvements related to ADA accessibility and health and safety in its strategic efforts. City Council has addressed homelessness by providing housing first funding resources and maintaining safety net resources such as emergency shelters and legal services that prevent homelessness. In fact, in FY 14-15 the City allocated the maximum amount of Public Services fund allowed by regulation towards homelessness prevention efforts. The City remains an active participant of the EveryOne Home countywide consortium to end homelessness.

A significant portion of the remainder of funds were utilized for ADA accessibility projects and health and safety upgrades. ADA accessibility projects include accessible restrooms at a local recreation facility, ADA accessible restrooms at a domestic violence shelter and several home repairs to increase mobility and improved safety for seniors. These efforts are in recognition that the City of Hayward, more so than other partner jurisdictions in the Alameda HOME Consortium, has a sizable aging and senior population. Sewer line repairs and upgrades were completed at three locations including an emergency shelter, a transitional housing facility and a non-profit serving disabled individuals. Safety upgrades to windows were also completed at a local domestic violence shelter.

## II. CR-10 - RACIAL AND ETHNIC COMPOSITION

**Describe the families assisted (including the racial and ethnic status of families assisted).**  
**91.520(a)**

	<b>CDBG</b>
White	935
Black or African American	519
Asian	98
American Indian or American Native	141
Native Hawaiian or Other Pacific Islander	29
Multi-racial or Other	559
<b>Total</b>	<b>2280</b>
Hispanic	1056
Not Hispanic	1224

**Table 2 – Table of assistance to racial and ethnic populations by source of funds**

### **Narrative**

Hayward is a very diverse jurisdiction and approximately sixty percent of funds supported racial and ethnic minorities. Funds solely supported low/mod-income residents and households, with almost sixty-eight percent positioned in the Extremely Low-Income bracket and twenty-two percent positioned in the Very Low-Income bracket. The information reported on people and households is the sum of information reported by each FY 2014-2015 funded project.

## III. CR-15 - RESOURCES AND INVESTMENTS

## **Identify the resources made available**

The City of Hayward utilized resources from the Federal government, State of California, Alameda County Measure-B Sales Tax funds, and City General Funds to support housing and community development activities during FY 2014-2015. These resources were leveraged with investments made by private and non-profit organizations. The following section describes each funding source used during the year.

### Federal Funding Sources

The City of Hayward directly receives Community Development Block Grant (CDBG) federal funds from the U.S. Department of Housing and Urban Development (HUD). Additionally, there are other federal programs that provide resources for housing and community development projects through private developers and other governmental agencies.

#### *Community Development Block Grant (CDBG) Program*

CDBG funds are made available to the City on an entitlement basis. The exact amount of funds allocated to the City is based on a HUD formula that incorporates several urban characteristics including population, age and condition of the City's housing stock, demographics, and incidence of poverty. In FY 2014-2015, the City's entitlement allocation was \$1,410,271. In addition, the City received \$22,901 in Program Income and \$456,447 in Revolving Loan Funds. The entitlement allocation was appropriated for a variety of housing-related and community development projects benefitting low and moderate-income families. Program Income was directed towards expenses related to Administration. The Revolving Loan Funds currently remain unallocated while the City restructures its Small Business Assistance program.

#### *HOME Investment Partnership Program*

In FY 2014-2015, the City received an allocation of \$277,661.00 as a participant in the Alameda County HOME Consortium. These funds are being used to expand the availability of affordable housing to benefit low income families.

#### *HUD Section 8 Rental Assistance Funds*

Section 8 is a federally funded, locally administered rental assistance program for low-income families, senior citizens, and persons with disabilities. The Alameda County Housing Authority administers the Section 8 rental subsidy program for most Alameda County jurisdictions, including the City of Hayward.

#### *Housing Opportunities for Persons with AIDS (HOPWA)*

HUD makes funding available through the Housing Opportunities for Persons with AIDS program for a variety of housing and supportive services activities for persons living with HIV and AIDS. The Alameda County Department of Housing and Community Development administers the HOPWA program for Alameda County. HOPWA funded activities serve all Alameda County jurisdictions. The City of Hayward coordinates with Alameda County in providing accessibility/barrier removal grants to rehabilitate units in Hayward for people receiving HOPWA services. Please refer to Alameda County's FY 2014-2015 CAPER for information regarding HOPWA-funded programs and projects.

#### *Supportive Housing Program (SHP)*

This HUD program implements the McKinney Act and is designed to promote the development of supportive housing and services for homeless persons. SHP funds can be used for acquisition, rehabilitation, new construction, operating costs and supportive services. The Alameda County Department of Housing and Community Development administers the SHP on a county-wide basis.

Please refer to the Urban County section of Alameda County's FY 2014-2015 CAPER for programs and projects funded through SHP during this period.

#### State Funding Sources

##### *State of California Department of Housing and Community Development (HCD)*

HCD is the State agency that establishes the requirements for general plan housing elements. State law mandates that each jurisdiction in California prepare an element of their general plan that identifies local housing issues, determines housing needs, and establishes a housing strategy that addresses those needs in a manner that is consistent with adopted goals and policies. HCD provides oversight, technical assistance for housing element-related issues, and also reviews and certifies the City's Housing Element of its General Plan. The City works with the State HCD during the preparation and approval of the Housing Element. HCD Also provides funding for different affordable housing projects and programs as that funding becomes available. The City applies for State HCD funding when proposed projects and programs become feasible, are ready for implementation, and demonstrate readiness. As previously mentioned, the City partners with Habitat for Humanity which received CalHome funding to improve mobile homes in Hayward.

##### *Emergency Solution Grant*

The City of Hayward was awarded a competitive Emergency Solutions Grant in the category of Rapid Rehousing during FY 2014-2015 in the amount of \$168,385. Fifty-three homeless individuals encompassing 28 households were rehoused in partnership with Abode Services.

#### Local Funding Sources

##### *Mortgage Credit Certificates*

The California Debt Limit Allocation Committee is responsible for allocating Mortgage Credit Certificates (MCC). These certificates provide qualified homebuyers special tax benefits that help them afford a home loan. The Alameda County Housing and Community Development Department administers the MCC program for the City of Hayward.

##### *Alameda County Measure B (Sales Tax) Paratransit Transportation Funds*

The Alameda County Transportation Improvement Authority (ACTIA) allocated \$811,427 in Measure B Base Program funds to the City of Hayward's Paratransit program in FY 2014-2015. Over 17,000 rides were provided to and from medical appointments and other destinations.

##### *City of Hayward General Fund*

The City's Social Services Program awards General Fund grants to local and regional social service providers that serve low-income Hayward residents. Approximately \$412,000 was allocated by the City from its General Fund to support the delivery of social services to low-income Hayward residents in FY 2014-2015. These funds were used to support services that address community needs.

Source of Funds	Resources Made Available	Amount Expended During Program Year
CDBG	2,965,884	1,330,177
HOME	277,661	277,661
Other	1,570,000	1,570,000

**Table 3 – Resources Made Available**



**Explain how federal funds leveraged additional resources (private, state and local funds), including a description of how matching requirements were satisfied, as well as how any publicly owned land or property located within the jurisdiction that were used to address the needs identified in the plan.**

CDBG and HOME funds leveraged additional resources such as City General Funds, State ESG Grant and County Measure B funds to support Homelessness Prevention, Community and Economic Development, and Non-Homeless Special Needs projects. Total resources from General, State and Measure B funds totaled over \$1.5 million, well in excess of the required matching requirements. Private investments were also leveraged in the development of additional affordable housing.

#### **IV. CR-20 - AFFORDABLE HOUSING**

**Evaluation of the jurisdiction's progress in providing affordable housing, including the number and types of families served, the number of extremely low-income, low-income, moderate-income, and middle-income persons served.**

	<b>One-Year Goal</b>	<b>Actual</b>
Number of homeless households to be provided affordable housing units	<b>5</b>	<b>9</b>
Number of non-homeless households to be provided affordable housing units	<b>35</b>	<b>12</b>
Number of special-needs households to be provided affordable housing units	<b>5</b>	<b>39</b>
<b>Total</b>	<b>45</b>	<b>60</b>

**Table 4- Number of Households**

	<b>One-Year Goal</b>	<b>Actual</b>
Number of households supported through rental assistance	<b>5</b>	<b>27</b>
Number of households supported through the production of new units	<b>0</b>	<b>21</b>
Number of households supported through the rehab of existing units	<b>35</b>	<b>12</b>
Number of households supported through the acquisition of existing units	<b>5</b>	<b>0</b>
<b>Total</b>	<b>45</b>	<b>51</b>

**Table 5 - Number of Households Supported**

**Discuss the difference between goals and outcomes and problems encountered in meeting these goals.**

During the reporting period, twenty-one (21) new rental housing units affordable to very low-income seniors, plus one manager's unit, were completed at Weinreb Place, also

known as the B & Grand Senior Housing project. Funding for this project included a HUD 202 allocation, low-income housing tax credits, and tax-exempt multifamily housing revenue bonds. The bonds were issued by the City. In addition to transferring the site for \$1.00 to the developer, the City also provided \$1,875,000 to enhance the project feasibility. This amount included two soft loans from federal sources: a \$775,000 HOME loan and a \$1,100,000 Housing Development Action Grant loan. Six units in the development were designated as HOME units.

Project Independence (PI) provides tenant based rental assistance for emancipated youth, a program implemented by Abode Services. Youth served are between the ages 18-24 of age in Alameda County and have aged out of the foster care system. The City of Hayward supported rental subsidies for an average of twelve units and eighteen youth. PI's outcomes exceeded the goals projected for special-needs and rental assistance.

Habitat for Humanity East Bay/Silicon Valley's proposal for this new homeownership development calls for the construction of ten single-family homes affordable to low- and very low-income families – those earning at-or-below 80% and 50% of the Area Median Income. Long-term affordability restrictions will be ensured through legal covenants recorded on the homes pursuant to the regulations governing the use of the different sources of funding for the Project, including CRL, and State HCD BEGIN and CalHome programs. To make the homes more affordable, Habitat will utilize its successful "sweat equity" model where homebuyers will have to spend 500 hours working on their new homes in lieu of a down payment. Habitat will also help the homebuyers secure affordable 30-year fixed mortgages. Habitat incorporates green building materials and techniques in its construction practices, so each home will be energy efficient and will provide a healthy environment for its residents.

An additional project, the South Hayward BART Affordable Housing Project that will result in the creation of 151 new affordable housing units is underway. The South Hayward BART Affordable Housing Project includes the development of 151 units, including 86 affordable units to low-income families, 64 affordable units to low-income seniors, and one manager's unit. Demolition of existing structures on the site was completed in FY 13-14 and construction started at the end of 2014. Project completion is expected by the summer of 2016, during the first part of the new Consolidated Plan term.

**Discuss how these outcomes will impact future annual action plans.**

FY 2014-2015 is the final year of the City's FY 2010-2014 Consolidated Plan. In collaboration with other jurisdictions and Alameda County, the City, as a participant in the HOME Consortium has conducted an Analysis of Impediments to Fair Housing (AI). Additionally, Alameda County jurisdictions conducted a comprehensive survey to seek stakeholder input and analyze countywide data to determine area needs related to Affordable Housing for its FY 2015-2019 Consolidated Plan. The findings of this survey are included in the Consolidated Plan and in combination with the results of the new Analysis of Impediments and Consolidated Planning efforts, will be considered when establishing future Affordable Housing goals in the Annual Action Plans.

**Include the number of extremely low-income, low-income, and moderate-income persons served by each activity where information on income by family size is required to determine the eligibility of the activity.**

<b>Number of Persons Served</b>	<b>CDBG Actual</b>	<b>HOME Actual</b>
Extremely Low-income	17	18
Low-income	4	21
Moderate-income	0	0
<b>Total</b>	<b>21</b>	<b>39</b>

**Table 6 – Number of Persons Served**

All 9 participants of the Housing First program were chronically homeless individuals that were eligible as Extremely Low-Income individuals; in addition 8 families who received housing rehabilitation assistance also fell into this income bracket. The remaining other families that received housing rehabilitation assistance were Low-Income seniors.

Project Independence's 18 participants meet income criteria for Extremely Low-Income individuals. The 21 new rental housing units completed at Weinreb place are occupied by very low-income seniors.

## **V. CR-25 - HOMELESS AND OTHER SPECIAL NEEDS**

**Evaluate the jurisdiction's progress in meeting its specific objectives for reducing and ending homelessness through:**

**Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs**

In FY 2014-2015 the City funded Abode Services to provide street outreach to chronically homeless persons and families. In addition to outreach efforts, the Abode Services provided needs assessments, case management, and housing placement services.

**Addressing the emergency shelter and transitional housing needs of homeless persons**

The City funded two emergency shelter housing service programs during this reporting period. Funds were prioritized to some of the most vulnerable target populations. This included Ruby's Place, which provided shelter to homeless women and children survivors of domestic violence as well as victims of human trafficking, and the Family Emergency Shelter Coalition, which provides shelter to families with children. The City also funded facility rehabilitation projects to Ruby's Place, Family Emergency Shelter Coalition, as well as Women on the Way, which provides transitional housing and counseling to women recently released from incarceration and in recovery from substance abuse.

**Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families**

**experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again**

The City is an active participant in the EveryOne Home consortium. EveryOne Home is a community-based organization formed to coordinate the implementation of the EveryOne Home Plan. The EveryOne Home Plan is a comprehensive blueprint to end homelessness, including chronic homelessness, by the year 2020, and address the housing needs of extremely low income persons living with serious mental illness and/or HIV/AIDS. The Plan employs five core strategies:

- Prevent homelessness and other housing crises;
- Increase housing opportunities for the Plan's target populations by 15,000 units;
- Deliver flexible services to support stability and independence;
- Measure success and report outcomes; and
- Develop long-term leadership and public support for ending homelessness.

These efforts support the development of affordable housing, homelessness prevention, housing retention, and countywide coordinated intake and assessment to best serve the needs of homeless individuals and families and those at-risk of homelessness. The City allocates a portion of its Administrative Cap to fund its contribution of the EveryOne Home Plan.

**Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: likely to become homeless after being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); and, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs**

Four projects were funded with CDBG to support homelessness prevention efforts for low-income families. Centro Legal De La Raza offered legal services, focused on helping low-income households retain their rental housing. Eden Council for Hope and Opportunity administers a Fair Housing and Tenant Landlord program, providing tenant rights education and conflict mediation, as well as investigation of discriminatory housing practices. Family Violence Law Center assisted low-income survivors of domestic violence with legal and housing placement services to secure their safety and avoid homelessness. Additionally, the City allocated General Funds to Eden Information and Referral to refer low-income clients with information related to all safety net resources such as health care, emergency food, mental health services, youth programs, and all other services.

## **VI. CR-30 - PUBLIC HOUSING**

### **Actions taken to address the needs of public housing**

The City does not directly manage public housing. Public housing efforts are managed and implemented by the Housing Authority of Alameda County. To the furthest extent that it makes sense, the City works with the Housing Authority to analyze data to understand the public housing needs in Hayward.

### **Actions taken to encourage public housing residents to become more involved in management and participate in homeownership**

The City funds several public services projects that provide training and education to low-income residents in regard to self-sufficiency, tenant rights, and homeownership options. The Hayward Day Labor Center is a project that provides such services and is funded with City General Funds. Centro Legal de la Raza and Eden Council for Hope and Opportunity are projects funded with CDBG.

### **Actions taken to provide assistance to troubled PHAs**

The Housing Authority of Alameda County administers public housing countywide and includes Hayward in its service area. The Housing Authority has had waitlists for public housing units for quite some time, as the need for public housing exceeds availability. The City works to assist affordable housing efforts through homelessness prevention programs, leveraging resources to provide permanent supportive housing, and by partnering with developers to increase the stock of affordable housing. These efforts are in tandem with and assist the Housing Authority.

## **VII. CR-35 OTHER ACTIONS**

**Actions taken to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment. 91.220 (j); 91.320 (i)**

**Actions taken to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment.**

Many factors inhibit the development of affordable housing in Hayward including the high cost of financing affordable housing projects, scarcity of sites, and difficulty developing community support. The City of Hayward actively sought to address these barriers through, but not limited to, the adoption of the Mission Boulevard Corridor Specific Plan and Form-Based Code and an update to the City's Housing Element.

In January 2014, City Council adopted the Mission Boulevard Corridor Specific Plan and Form-Based Code. The plan seeks to transform State Route 238, a main corridor in the City, from a corridor of vacant automobile dealerships, underutilized commercial property, and deteriorated buildings, to a vibrant area of civic pride. The Form-Based Code rezoned approximately 240 Acres and 600 Parcels along two miles of the Mission Boulevard Corridor from Harder Road to the Northern City boundary, to mixed use zoning districts from primarily commercial zoning

districts. The code includes changes in development standards and parking requirements that should make it easier to develop housing units in the plan area.

The City's updated housing element was deemed to be in compliance with State Housing Element law by HCD in March 2015. Hayward's updated Housing Element contains several policies and related implementation programs to preserve existing affordable housing and to incentivize affordable housing development. Among the tools to incentivize new affordable housing development called for in the Housing Element are density bonuses (and other incentives) and the review and adjustment of development standards and fees that represent a constraint to affordable housing development.

#### *Cost of Land and Development Fees*

Hayward's development fees are in the middle to lower-middle range when compared with other cities in Alameda County and are not considered to be an impediment to the development of affordable housing. Land prices have increased in Hayward during the last several years. However, these prices are lower than land costs in cities to the east and south and comparable to cities to the north and are not an impediment to the development of affordable housing.

#### *City Ordinances*

The City has adopted and is implementing two laws intended to increase affordable housing: 1) The Inclusionary Housing Ordinance (IHO) which became effective January 1, 2004 and requires for-profit developers to provide 15% of units to be affordable to owner-occupants at or below 120% AMI, or to renters (divided equally) at or below 50% AMI and 6% AMI. With City Council approval, developers may provide units off-site or pay in-lieu fees; and 2) the Density Bonus Ordinance which provides a Density Bonus to developers in exchange for the development of affordable or senior housing units.

#### *Development Approval Permit Process*

The City of Hayward continues to streamline the development approval process. The time to process permits has been reduced by at least 40% for most major permit types. In addition, the City utilizes a computer-based development tracking system that makes information available to customers on the Internet. The City offers pre-application and code assistance meetings to respond to developer questions about the permit process prior to application submittal. By answering these questions early in the development process, development applications are processed quicker and with fewer requests from the City for revisions. The permit process is not a barrier to the development of affordable housing.

#### *Design Standards*

The City requires that all new and rehabilitated housing developments, whether market-rate or affordable, meet design standards and have an appropriate number of parking spaces. These design standards also seek to ensure the health and safety of occupants. These standards are not a barrier to the development of affordable housing. In actuality, requiring affordable housing developments to meet the design standards helps community acceptance of these projects since they often appear the same, if not better, than many market-rate developments.

**Actions taken to address obstacles to meeting underserved needs. 91.220(k); 91.320(j)**

Providing services for those with special or underserved needs may prevent these individuals from becoming homeless, and also supports the City's anti-poverty strategy. In FY 2014-2015, the City utilized its General Funds to provide resources and participate with other jurisdictions to jointly fund non-housing service-enriched special needs projects that benefit Hayward residents with underserved needs.

#### *City General Funded Programs*

In FY 2014-2015 City Council allocated \$415,000 of City General Funds to support non-housing related community services. Activities supported through this program reflect the City's commitment to addressing the wide range of social services programs that exist to serve low income residents living in Hayward, particularly youth, seniors, and people with disabilities.

#### *City of Hayward Paratransit Program*

Approximately \$811,430 in Alameda County Measure B sales tax revenues were expended in FY 2014-2015 to operate the Hayward Paratransit Program. This program provided over 17,000 affordable, accessible, door-to-door rides for seniors and people with disabilities that do not have access to other forms of public or private transportation. The City of Hayward also funds three outside organizations – Alzheimer's Services of the East Bay, Community Resources for Independent Living and Services Opportunities for Seniors: Meals on Wheels - using a combined \$149,500 in Measure B funds. During FY 2014-2015 these programs served over 1,700 low income seniors with 181 rides for Alzheimer's patients, 83 travel training presentations, and over 35,000 meals served.

The City's Community Services Division has sought out additional funding sources to meet the needs of special and underserved populations. HCD awarded the City a one-year Emergency Solutions Grant (ESG) for \$168,385, to partner with Abode Services for rapid re-housing of 20 homeless families in Hayward, and an additional \$199,955 has been awarded for the upcoming fiscal year. An application for \$517,000 was submitted to HCD, to provide 30 housing rehabilitation loans to manufactured homes over 3 years.

#### **Actions taken to reduce lead-based paint hazards. 91.220(k); 91.320(j)**

According to the Alameda County Lead Abatement Program, Hayward has approximately 34,700 pre-1978 housing units. These units may contain lead-based paint. In accordance with the HUD/EPA regulations, City rehabilitation staff received certification as Lead Supervisors. These staff members applied the lead regulations affecting property rehabilitation with CDBG funds. The new EPA's new Renovation, Repair, and Painting (RRP) Rule, which affects HUD funded residential rehabilitation, went into effect on April 22, 2010, and the City has modified its contracting and rehabilitation procedures to comply with these new regulations.

The City of Hayward implemented numerous strategies to mitigate any lead-based paint issues. All contracts specify agreement and compliance with Lead Safe Work Practices. Rehabilitation projects conducted on properties built before 1978 are tested for lead, with results shared with each homeowner and any lead found mitigated prior to work on the home if applicable. The City's Senior Housing Rehabilitation Specialist is trained and certified in Lead Safe Work Practices. The specialist provided lead information to all homeowners that receive residential rehabilitation services. The City also required that all subcontractors attend Lead Safe Work Practices training and certification, with expenses paid for by the City. Finally, the City maintained all lead testing survey and data results.

#### **Actions taken to reduce the number of poverty-level families. 91.220(k); 91.320(j)**

The City's anti-poverty strategy is to partner with other agencies whose focus is improving opportunities

for low-income families, youth, single adults and persons with disabilities who need shelter, prevention, and intervention activities to improve their lives. During FY 2014-2015, the City partnered with other public, private and non-profit organizations in implementing innovative programs to meet these needs.

**Actions taken to develop institutional structure. 91.220(k); 91.320(j)**

The City of Hayward implemented housing and community development programs within a structure that includes various public and private agencies and organizations. The Available Resource section above describes the function of each resource within the structure. Additionally, the City regularly monitors progress on activities carried out in the Action Plan to ensure compliance with program requirements. The overall process begins with the identification of needs, evaluating applications for CDBG funding, allocation process, and the annual Action Plan. Through Agreements with sub-recipients and Memoranda of Understanding (MOU's) with other public agencies, the City sets the stage by incorporating goal requirements and reporting procedures, timelines, milestones, and budgets against which performance is measured.

In FY 2014-2015, the City of Hayward funded a Nonprofit Executive Seminar through the Hayward Nonprofit Alliance. The purpose of the seminar was to build capacity of nonprofit administrators and board members, and increase the efficacy of programs and services that benefit Hayward area residents, particularly individuals and families of low income. The seminar curriculum included the topics of balancing mission and funding, staff development and succession planning, assessing the impact of key projects and programs for greater funding and support, implementing fiscal policies to resolve long-term, structural deficits, future trends in funding, and right-sizing your organization for effectiveness.

**Actions taken to enhance coordination between public and private housing and social service agencies. 91.220(k); 91.320(j)**

The City of Hayward worked closely with many private and nonprofit organizations on housing and community development activities. The City's grant funding process promotes collaboration and coordination between these organizations in the delivery of housing, community development and other public and social services in order to reduce duplication of effort and to maximize the use of limited public resources. The City also worked with these agencies, as well as with the primary health care institutions that serve Hayward residents on the delivery of, and access to, health care services. The City worked in close coordination with the Hayward Chamber of Commerce and many local and regional business representatives, as well as individual private Hayward resident volunteers, to address the economic development, workforce development and human service needs of the Hayward community. Finally, the City participated in the EveryOne Home Plan. The City of Hayward continued its financial support for the Homeless Management Information System (HMIS).

**Identify actions taken to overcome the effects of any impediments identified in the jurisdictions analysis of impediments to fair housing choice. 91.520(a)**

The City funds Eden Council for Hope and Opportunity (ECHO) to overcome impediments to fair housing. The agency conducts fair housing testing to determine instances of discrimination. The agency also investigates tenant complaints of discrimination. Additionally, ECHO provides training to both landlords and tenants to increase awareness of fair housing policies and rights.



## VIII. CR-40 MONITORING

**Describe the standards and procedures used to monitor activities carried out in furtherance of the plan and used to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements**

The City regularly monitored progress on activities carried out in the Annual Action Plan to ensure compliance with program requirements. Evaluation took place during the application and funding process, and after sub-grantee contracting had been executed. Agreements with sub-agreements and Memoranda of Understandings (MOUs) with other public agencies set clear performance measures, reporting procedures, timeliness, and budgets against which goals were measured. City staff regularly monitored compliance with contracting requirements and performance goals through the implementation and review of quarterly performance reports, monthly reimbursement requests, and annual desk and on-site monitoring. City staff provided feedback to sub-grantees regarding areas of concern, and findings where corrective action or improvements were required. Additional Monitoring Standards and Procedures were outlined in the Alameda County HOME Consortium-wide Consolidated Plan. Contracting standards and policies and procedures can be found in the City's CDBG Policies and Procedures Manual. Information obtained from all of the aforementioned evaluation and monitoring efforts was used to assist in the determination of which projects to allocate CDBG funds.

### **Citizen Participation Plan 91.105(d); 91.115(d)**

**Describe the efforts to provide citizens with reasonable notice and an opportunity to comment on performance reports.**

Each public meeting convened by City Council or the CSC was publicly noticed in advance through an Interested Parties email list, and by posting through the City Clerk's Office. Each meeting opened with a Public Comment section to provide an opportunity for members of the public to address the Commission and City Council, and to comment on the funding process and recommendations.

### **Citizen Participation Plan**

City staff led the preparation, implementation, and evaluation of the Annual Consolidated and Action Plans, related reports, and citizen participation and consultation processes. City staff coordinated housing and community development activities, which included administration of the CDBG, Social Services, Paratransit, Housing Rehabilitation Loan, and Minor Home Repair Grant programs. All programs were administered through one competitive grant application process.

The City's Community Services Commission (CSC) further reviewed each grant proposal for merit, impact, and cost-effectiveness. The CSC is an entity appointed by City Council, with the primary responsibilities of reviewing proposals and establishing funding recommendations for consideration by council. The CSC represented the larger Hayward community, with the only eligibility requirement to serve being residency within Hayward city limits. The CSC therefore, served a key role in the CDBG Citizen Participation Plan process. All CSC meetings were public, in which other stakeholders were welcome to offer public comments for consideration during the City's grant funding cycle.

City Council received two separate sets of funding recommendations from City staff and the CSC, and discussed them at a public Work Session. A formal Public Hearing was conducted two weeks later, in which members of the public had the opportunity to address City

Council regarding the CDBG funding recommendations. Ultimately, City Council exercised the final determination in authorizing CDBG grant awards at the local level.

The City consulted with neighboring jurisdictions, public agencies, members of the public, and aligned with other strategic planning efforts when establishing local priorities. Finally, as a member of the Alameda County HOME Consortium, the City also participated in the Consortium's Citizen Participation Plan process.

## **IX. CR-45 CDBG**

**Specify the nature of, and reasons for, any changes in the jurisdiction's program objectives and indications of how the jurisdiction would change its programs as a result of its experiences.**

The City requested a Substantial Amendment to its FY 2014-2015 Annual Action Plan to include the Promise Neighborhood Street Improvement Project. The new project was identified as one that would address the needs of the Hayward community while simultaneously supporting the City's efforts to spend down prior year allocations that were a result of incomplete projects. The City established new policies and procedures as to how to address unspent funding allocations. The city also adopted formal policies and procedures to ensure the City is better prepared to meet timeliness, and direct funds towards low and very low income benefit city based programs and projects.

**Does this Jurisdiction have any open Brownfields Economic Development Initiative (BEDI) grants?**

The City does not operate a Brownfields Economic Development Initiative grant.